

CORNELL UNIVERSITY
OFFICIAL PUBLICATION

*School of Business and
Public Administration*

1952-53



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Faculty

Deane Waldo Malott, A.B., M.B.A., LL.D., *President of the University*
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William Herbert Childs, Ph.D., *Associate Professor of Accounting*

Willis David Curtiss, LL.B., *Associate Professor of Law*

Melvin Gardner de Chazeau, Ph.D., *Professor of Business Economics and Policy*

Donald English, M.B.A., *Professor of Accounting*

John Greenwood Brown Hutchins, Ph.D., *Professor of Business History and Transportation*

Edward Harold Litchfield, Ph.D., *Professor of Administration*

Arthur Edward Nilsson, M.B.A., Ph.D., *Professor of Finance*

James Wendell Partner, M.B.A., *Assistant Professor of Marketing*

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Mr. Kenneth S. Barnes, *Librarian*

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School of Business and Public Administration

IN RECENT YEARS it has become increasingly apparent that the processes of administration have basic similarities in business, in government, and in other large-scale organizations. Knowledge of administration acquired in one field is in considerable measure applicable to the others. Problems unanswered in one are apt to trouble the others. It is the principal purpose of the Cornell School of Business and Public Administration to give professional training to men and women who seek an understanding of administration in its broadest sense and who want to enter private business, the government service, or other fields of large-scale institutional management. In providing this training, the faculty of the School endeavors to impart the features of administration which are common to all such enterprises and also to offer the more specialized materials which are necessarily peculiar to the particular or private organizations with which they are concerned. In short, the School is dedicated to the purpose of providing the student with a body of knowledge which will be useful to him wherever he enters the administrative process and at the same time to equip him with the particular training which he may require in business or in the government service.

Graduates may anticipate careers as independent businessmen or with established concerns engaged in a wide range of trade, industry, or finance. Graduates who have concentrated in Public Administration may enter government or international service as administrative specialists, economists, or trade analysts. Both private business and government agencies need increasingly the services of persons who can function usefully in either field. The School will attempt to train persons who, as they gain experience, will develop into genuine leaders, persons who grow into careers instead of men and women who merely hold jobs. Real effort has been made and will continue to be made to provide a curriculum which develops: (1) the student's knowledge of the problems and operating methods of business and government; (2)

his knowledge of the sources of information upon which sound decisions must be based and his skill in the use of the techniques for assembling and interpreting such information; (3) his capacity and his own confidence in his capacity for making sound decisions in association with other persons; and (4) a sense of professional responsibility toward the social consequences of his actions.

REQUIREMENTS FOR ADMISSION

Admission to the School of Business and Public Administration as a candidate for either the M.B.A. or M.P.A. degree is open to graduates of recognized colleges, universities, or technical schools in this country and abroad who hold a baccalaureate degree or its equivalent.

Admission to the work of the first year of the School of Business and Public Administration is open to Cornell students: (1) who have completed at least three years' work in one of the University's undergraduate schools or colleges, (2) who have arranged with their undergraduate school or college to accept the first year's work in the School of Business and Public Administration in satisfaction of all remaining requirements for the student's baccalaureate degree, and (3) who have been accepted by the School. Having received the baccalaureate degree, the student may then obtain the Master of Business Administration or Master of Public Administration degree by completing the second year's work in the School. Cornell students are expected to arrange with their college offices for approval of double registration when applying for admission to the School of Business and Public Administration. It is the student's obligation to be sure that he will qualify for his appropriate Bachelor's degree if he completes successfully the first year's work in the School of Business and Public Administration.

Undergraduate students of schools other than Cornell who have completed at least three years' work and whose credentials indicate a satisfactory quality of undergraduate work are also eligible for admission to the first-year course of study, provided they can arrange with their undergraduate college to accept the first year's work in the School of Business and Public Administration as credit for the senior year in their undergraduate college.

The School will give predominant weight to the quality of an applicant's previous academic record rather than to particular courses which he has taken. It is recommended, however, that students who plan to enter the School include in their undergraduate programs basic courses in economics, accounting, statistics, and American government. Students

who intend to specialize in Public Administration should include courses in political science in their undergraduate programs prior to entering the School. The School will expect its students to have and to maintain a command of good oral and written English.

The School of Business and Public Administration does not give course credits for undergraduate work done elsewhere. It does, however, permit students to substitute electives for required courses when the work of the required course has been substantially covered elsewhere. The professor in charge of the required course will pass upon all such requests for the privilege of substitution.

ADVANCED STANDING . . . Students who have completed satisfactory graduate work at other recognized graduate schools may be admitted to advanced standing in the School, provided that the course of study taken at other schools for which credit is requested parallels closely the work offered in this School. No degree, however, may be granted for residence of less than one academic year.

In addition, persons holding the baccalaureate degree and who have had significant administrative experience in business or public administration may be admitted to advanced standing in the School, provided that such experience is of a character to serve adequately as a substitute for the course work for which credit is requested. The facts in the particular case, after review by the Dean of the School, will determine the amount of credit to be granted toward the fulfillment of degree requirements.

SPECIAL STUDENTS . . . Under special circumstances persons who do not hold baccalaureate degrees but who, by reason of high personal qualifications and extensive administrative experience in business or in public administration, can give assurance of capacity to carry on satisfactorily the work given by the School are eligible to apply for admission as degree candidates. Admission as a special student will be made only after a personal interview with the Dean of the School and with the approval of the Admissions Board.

SPECIAL DOUBLE REGISTRATION FOR CORNELL STUDENTS IN THE FIVE-YEAR ENGINEERING PROGRAM . . . Students who have completed three years (six terms) of work in Cornell's College of Engineering are eligible for admission to double registration in the School of Business and Public Administration if they can arrange to complete the School's first year of required work during their last *two* years (four terms) in the College of Engineering.

This makes it possible for a student in the five-year engineering program at Cornell to receive an M.B.A. or M.P.A. degree in the School of Business and Public Administration at the end of one additional year at Cornell. Engineering students who want to double-register in the School of Business and Public Administration under this special arrangement should file their admission applications with the School of Business and Public Administration sometime during their sixth term in the College of Engineering.

Admission application forms may be obtained from the Secretary, School of Business and Public Administration, McGraw Hall, Cornell University, Ithaca, New York. They should be filled out carefully and completely and returned to the Secretary. Applications for the academic year 1952-53 should be filed by June 1, 1952; for the academic year 1953-54, by June 1, 1953. While the School will receive applications after June 1, most available places may be filled prior to that date. Consequently, applicants should file applications as early as possible. New students will be admitted to the School only once a year—in the term beginning in September. Applications will be passed upon promptly and will either be accepted, rejected, or deferred for further consideration. Applicants who have been either accepted or rejected will be notified promptly. Deferred applicants will be informed as to the approximate date of a final decision on their applications.

DEGREES CONFERRED

The School of Business and Public Administration confers two degrees, the Master of Business Administration and the Master of Public Administration. The principal divergence in the courses of study occurs in the work of the second year. Consequently, although every student must indicate, upon entering the School, for which degree he is a candidate, it is possible to switch to candidacy for the other degree at the beginning of the second year in the School.

Candidates for either degree must complete courses carrying a minimum of 60 credit hours in the School in order to qualify for the degree.

Degree with Distinction: The School of Business and Public Administration confers the degrees of Master of Business Administration and Master of Public Administration with Distinction upon a limited number of students. The attainment of one of these degrees indicates not only excellence in course work, but also a broad knowledge of both business and public administration in general and an ability to integrate

effectively the materials of the separate courses.

To become a candidate for distinction a student must have at the beginning of his fourth term: (1) a scholastic average in his approved courses of 85 or better; and (2) the approval of the faculty.

To receive the degree with distinction a candidate must pass two examinations as follows: (1) a general written examination to be taken simultaneously by all candidates for distinction and to be given not less than three weeks before the beginning of the final examination period; (2) an individual oral examination before the faculty, to be given after the written examination but before the commencement of the final examination period.

Students who successfully pass these examinations are excused from the regular course final examinations.

Applicants for degrees with distinction should inform the chairman of the committee on degrees with distinction, Professor John G. B. Hutchins, of their desire to be candidates not later than April 1.

REGISTRATION

Students who have been accepted for admission in the fall term, 1952-53, should report to Barton Hall for registration on September 22, 1952 (for the fall term of 1953-54, on September 21, 1953). Immediately thereafter, students should report to the Dean's Office, 106 McGraw Hall, for assignment to classes.

Students who are registering at Cornell for the first time must (1) make a deposit of \$30, and (2) present a certificate of vaccination against smallpox to the Secretary by August 1 (see also "Health Services and Medical Care").

THE DEPOSIT . . . Of the \$30 deposit, \$12 will constitute a guaranty fund which all students must maintain and which will be refunded upon graduation or permanent withdrawal, less any indebtedness to the University. If a candidate withdraws within 30 days of his deposit, his deposit will be refunded. No refund is made to an applicant who withdraws after said 30 days.

Students who have previously matriculated at Cornell and who have for any reason received a refund of the \$12 guaranty fund must redeposit it on or before registration day of their first term in the School.

PHOTOGRAPHS . . . On or before November 1, every new student must supply the School with a small photograph of himself for the School's records.

TUITION AND FEES

Tuition and fees in the School of Business and Public Administration for each term (there are two terms of sixteen weeks each in the normal academic year) are as follows:

Tuition	\$300.00
College and University General Fee	50.00
	<hr/> \$350.00

In addition to these term fees, new students must pay the \$30 deposit as explained previously under "Registration."

A graduation fee of \$10 must be paid not less than ten days before a degree is to be conferred.

For additional information about rules of payment and living costs at Cornell, consult the *General Information* booklet published by the University.

STUDENT AID

SCHOLARSHIPS . . . Through the generosity of The Grolier Society, educational publishers, its president, Mr. Fred P. Murphy, and its vice-president, Mr. Claude C. Harding, the School offers a number of scholarships paying from \$200 to \$500 a year to students showing genuine academic promise and financial need. From year to year, the School hopes to be able to offer additional scholarships of this same general sort.

Application forms for scholarships may be obtained from the Secretary, School of Business and Public Administration, Cornell University, Ithaca, New York.

UNIVERSITY LOAN FUNDS . . . Students who have been in residence and in good standing for at least two terms are eligible to borrow money from student loan funds. Preference is given to applicants who have a high scholastic standing and who are within a year or two of graduation. The Dean of Men and Dean of Women receive applications for aid from the loan funds.

JOB PLACEMENT . . . The School maintains a job placement service. It will make every effort to assist its graduates to find suitable employment for themselves.

GENERAL INFORMATION

War veterans who plan to attend Cornell under the benefit provisions of Public Law 16 or Public Law 346 as amended (the so-called G. I. Bill) should take up all matters pertaining to qualifying for such bene-

fits with the adviser for veterans' education in the Treasurer's Office, Edmund Ezra Day Hall, Cornell University, Ithaca, New York.

HOUSING . . . All requests for information about rooms for single students and housekeeping accommodations for married students should be addressed to Manager, Residential Halls, Cornell University, Ithaca, New York.

Consult the *General Information* booklet for other information about the University. It may be obtained from Cornell University Official Publication, Edmund Ezra Day Hall, Ithaca, New York.

HEALTH SERVICES AND MEDICAL CARE . . . These services are centered in the University Clinic or out-patient department and in the Cornell Infirmary or hospital. Students are entitled to unlimited visits at the Clinic; laboratory and X-ray examinations indicated for diagnosis and treatment; hospitalization in the Infirmary with medical care for a maximum of 14 days each term and emergency surgical care. The cost for these services is included in the College and University general fee. For further details, including charges for special services, see the *General Information* booklet.

The following health requirements for entering graduate students have been adopted by the Board of Trustees of Cornell University. The Board has also ruled that failure to fulfill these requirements will result in a recommendation to the Registrar that the student be denied the privilege of registering the following term.

(1) *Vaccination against smallpox.* A satisfactory certificate of vaccination against smallpox must be filed with the Secretary of the School before registration. It will be accepted as satisfactory only if it certifies that within the last five years a successful vaccination has been performed or three unsuccessful vaccination attempts have been made. Students who are attending the University with the aid of the benefits provided under Public Law 16 or Public Law 346 as amended (the so-called G. I. Bill) do not have to present the certificate of vaccination referred to above.

(2) *Health history.* Personal health record forms will be sent to graduate students accepted for admission. Students are requested to answer all questions and return the forms promptly to the Secretary of the School.

(3) *Chest X-ray film for permanent file at the Infirmary.* This chest film may be made by a private physician within a month of entrance

and presented to the Clinical Director at the time of registration; otherwise a chest radiograph will be made during the orientation period or registration week. A charge of \$2.00 for making this radiograph is included in the matriculation fee. When a student has been away from the University for any reason for a year or more, he must have another X-ray upon re-entrance, for which he will be billed.

SUMMER EMPLOYMENT

During the summer between the first and second school year, all students are expected to utilize their time in a way which will further their professional development. This may be done: (1) by finding summer employment of an appropriate sort; (2) by taking approved summer courses at Cornell or elsewhere; or (3) by a planned program of summer travel.

All second-year students must file a report with the School not later than October 15, explaining in detail how the summer was spent and what benefit the student believes he obtained from his experience. This report will become an important part of the student's personnel record.

Students are expected to find their own summer employment. The School, however, will assist them in doing so.

Courses of Study

The curriculum of the School is based on the conviction that there is a real need for common training in and reciprocal understanding between business and the public service. In either of these broad areas, there is also a need for professional specialization. The resources of the School and the University provide ample opportunities for such concentration. An adequate preparation for business or for public administration, however, requires that the student not only be familiar with the universals of administration and the instrumental techniques of control for the improvement of decision-making and policy formulation but also be trained in the application of such approaches to the actual problems of business and of government.

To this end all of the courses in the School emphasize the interrelations between the management of business and the administration of public activities. But particular stress is given to a common core of required courses which have been designed to provide in an integrated and coordinated manner these common essentials of good management and administration. With one exception, this core of work required of all students will be taken in the first year.

In the second year, all students will be required to take *Business Policy and the Public Interest* (230) in the first term to be followed in the second term either by the course of the same name (231) or by *National Administration and Public Policy* (204). Students may elect either of the last-named courses in the final term except that those who have had no prior courses in national government, either graduate or undergraduate, will be required to take 204.

THE FIRST YEAR

The courses making up the common core of work required of all students in the first year are:

	1st Term	2nd Term
100-101. Introduction to Administration	3	3
110-111. Principles of Accounting	3	3
130. Analytical Economics	3	

	1st Term	2nd Term
140. Finance		4
Statistics	3	
160. Marketing (M.B.A. degree only)		3

With two exceptions, the School will not grant exemptions freely from these required courses in recognition of work taken elsewhere under similar titles. The two exceptions are: (1) statistics, and (2) accounting, in the special case of a student planning to take the concentration in professional accounting. (In earnest of this intention, the student excused from Accounting 110-111 must register for an advanced course in accounting.)

It is recognized, however, that special circumstances may justify special treatment. Students who, before entering the School, have had courses which they regard as substantially equivalent to required courses listed above, may appeal for specific exemption. Official descriptions of equivalent courses previously taken elsewhere must accompany such applications, together with a statement of the circumstances that justify the proposed action. If exemption is allowed, the student will be permitted to substitute electives approved by his adviser.

In addition to the required core of courses (or their substitutes) students will elect courses with the approval of their advisers, bringing their program normally to 15 or 16 hours a term. In special cases, students may be permitted to carry as many as 19 hours a term.

THE SECOND YEAR

During the second year, the student must complete the requirements of a *concentration* plus approved elective hours sufficient to fill out the minimum of 60 semester hours required for graduation.

THE MASTER OF BUSINESS ADMINISTRATION DEGREE

Concentrations for this degree are: *accounting*, *finance*, *business management*, *marketing*, *personnel relations*, and *special*. The objectives and requirements of these concentrations are described below.

Accounting (Master of Business Administration degree)

A student may pursue either of two accounting concentrations depending on his vocational aim. The first may be designated *general* and is designed to fit the student for a position in the accounting department of a business or a governmental agency; the second, the *professional*, is designed to prepare the student for a career in public accounting and

fulfills the academic requirements for the Certified Public Accountant certificate in New York State.

The general accounting concentration is flexible, depending on the student's preparation prior to entering the School and his proposed vocational objective. A student electing the general accounting concentration must fulfill the following requirements in accounting plus all other School requirements:

1. Complete the following courses:
 - (a) 212. Internal Control and Budgeting
 - (b) 210. Cost Accounting
2. Complete 6 additional hours of accounting work to be selected from the following courses:
 - (a) 112. Advanced Accounting
 - (b) 113. Advanced Accounting
 - (c) 214. Tax Accounting
 - (d) 215. Financial Accounting
 - (e) 216. Auditing Procedure

A student who plans to fulfill the academic requirements for the Certified Public Accountant certificate must pursue the following program of courses in addition to Courses 112 and 113—Advanced Accounting:

	<i>1st Term</i>	<i>2nd Term</i>
210. Cost Accounting	3	
212. Internal Control and Budgeting		3
214. Tax Accounting		3
216. Auditing Procedure		3
230. Business Policy and the Public Interest	3	
231. Business Policy and the Public Interest, <i>or</i>		
204. National Administration and Public Policy		3
250. Advanced Business Law	3	

Students who plan to take the second-year professional accounting concentration (described above) are advised to complete a year's work in accounting, where possible, before entering the School. It is possible to complete the work of the professional accounting concentration without such a pre-entrance accounting course, but this requires a very rigid schedule during the student's two years in the School. Consequently, a one year's pre-entrance course in accounting is desirable for such students. Moreover, if they have not received credit for at least 3 semester hours of work in the general field of finance before entering the School, they must take 3 hours' work in finance beyond the 4-hour first-year required

course. They must also take the 6-hour course in Legal Problems of Business (Courses 150-151), which other students need not take until the second year. Consequently, students must decide at the beginning of their first year whether they wish to take the special professional accounting concentration. Otherwise they will have to spend an additional year in the School to complete the required work. In special cases, accounting students may be allowed to substitute other courses for Courses 230-231.

Finance (Master of Business Administration degree)

The administration of the financial affairs of business plays a critically important role in business management. It is essential, therefore, that the student of business possess a broad understanding of the function of finance in business, its mechanisms, and the operation of the financial system which has been evolved to serve the needs of the business community.

The program in *finance* presents an integrated treatment of the operational aspects of business and investment finance, the functions of financial institutions and capital markets, and the basic economic and legal framework of financial organization. It is designed to meet the needs of students who look forward to specialized careers in the financial management of business and to careers in commercial, savings, and investment banking, financial counseling, and investment management. In the area of public administration the program should be especially helpful to those planning careers in the government service, intending to specialize in fiscal administration or in the work of state and federal administrative agencies.

The requirements for the *finance* concentration include the courses listed below. By inclusion of electives in other areas of instruction, greater emphasis may be placed on certain specialized phases of the subject. *Tax Accounting* is strongly urged for students interested in investment analysis and management.

		1st Term	2nd Term
150-151.	Legal Problems of Business.....	3	3
215.	Financial Accounting.....	3	
230.	Business Policy and the Public Interest..	3	
231.	Business Policy and the Public Interest, <i>or</i>		
204.	National Administration and Public Policy		3
240.	Analysis of American Industries.....		3
243.	Financial Management.....	3	
244.	Investment Management.....		3

Business Management (Master of Business Administration degree)

The program in *business management* is offered in recognition of the high premium which modern business places upon the skills of organizing, planning, coordinating, directing, supervising, analyzing, and evaluating. The growth in size of business enterprises, their complexity and specialization, the necessity for rapid and continuous adaptation in policies and methods, the recent trends toward decentralization in both decision-making and operations—all place new emphasis upon the over-all knowledge and skills and upon the staff activities assisting in coordination and control. The concentration in business management will stress the administrative process as such, particularly in its policy-making and in its unifying and coordinating functions.

The *business management* program is arranged to meet the needs of those students who look toward general rather than specialized careers, those who expect to operate businesses of their own, and those who are interested in such positions as staff assistants, management consultants, general supervisors. The program is also designed for those students who prefer not to choose a field of specialization but to prepare themselves, through fundamental training, to assume responsibility and leadership in any business field in which they later find opportunities.

		1st Term	2nd Term
230.	Business Policy and the Public Interest..	3	
231.	Business Policy and the Public Interest, <i>or</i>		
204.	National Administration and Public Policy		3
150-151.	Legal Problems of Business.....	3	3
200.	Business Policy Formulation and Administration.....	3	
202.	Human Relations in Administration....	3	
	Production Management.....		3
	(Engineering 3261, Industrial Engineering)		

Marketing (Master of Business Administration degree)

The productive capacity of the United States has increased enormously during the past decade and more. Utilization of this capacity in the production of peacetime merchandise to meet domestic and foreign requirements will necessitate more careful study of existing and potential markets than ever before. Sales organizations must be rebuilt, comprehensive programs of market research developed, and provision made for the maintenance of satisfactory manufacturer-distributor relationships before effective marketing practices can be carried out.

The *marketing* concentration has been designed for students planning to accept positions in sales organizations, market research agencies, retail and wholesale establishments, and other forms of distributive effort. Emphasis is placed upon the appraisal of current developments in the field, the increasingly close relationship between business and government in the field of marketing activities, and the need for revising policies and methods to meet changing conditions.

	1st Term	2nd Term
230. Business Policy and the Public Interest..	3	
231. Business Policy and the Public Interest, or		
204. National Administration and Public Policy		3
150-151. Legal Problems of Business.....	3	3
261. Sales Management.....		3
262. Marketing Research.....	3	
263. Retail Distribution.....	3	
264. Advertising Management.....		3

Personnel Relations (Master of Business Administration degree)

This concentration in *personnel relations* is designed for students who are interested in the new policies and methods developed by business and public agencies for dealing with the people who work for them. The selection, compensation, and training of personnel and the development of man power resources is one of the most important and most difficult tasks of the modern manager. The personnel function in all large private enterprises now requires the skill of a professional staff. Personnel managers and their assistants have steadily acquired higher status and broader influence as labor costs, labor relations, and the problems of maximizing production through improvement of morale and motivation have become more important concerns of management.

Students who choose this concentration may expect to find careers as personnel officers in business organizations, as personnel consultants, or as personnel specialists in research agencies or in trade and professional associations.

The requirements for this concentration can be fulfilled by a program of courses which includes the following:

	1st Term	2nd Term
230. Business Policy and the Public Interest..	3	
231. Business Policy and the Public Interest, or		
204. National Administration and Public Policy		3
150-151. Legal Problems of Business.....	3	3

	1st Term	2nd Term
202. Human Relations in Administration . . .	3	
203. Seminar in Personnel Administration . . .		3
Collective Bargaining (given in the School of Industrial and Labor Relations or the Department of Economics in the College of Arts and Sciences)	3	3

The remaining courses necessary for the degree may be selected, with the approval of the faculty adviser, from among the course offerings of the School and from the wide range of appropriate graduate and professional courses offered in other divisions of the University. Courses are available in labor union history and administration, industrial education, labor market economics, industrial psychology, various aspects of collective bargaining, social security, wage and salary administration, job analysis, etc.

Special (Master of Business Administration degree)

In appropriate circumstances, the second-year student will be permitted to complete *special* concentrations consisting of Courses 150-151 (Legal Problems of Business) and Courses 230-231 (Business Policy and the Public Interest) plus 18 hours of work approved by the student's adviser and the Dean. Such a special concentration might, for example, be worked out in transportation.

THE MASTER OF PUBLIC ADMINISTRATION DEGREE

The School's program in Public Administration is based upon the central role of government in modern life, the rise of the career public service, and the consequent increasing demand for trained public managers. Recognizing the fact that public administration assumes both substantive policy-making responsibilities and also undertakes primary responsibility for the processes of management, this School makes every effort to develop both the student's knowledge and competence in administration and his knowledge and understanding of public policy itself. While providing for a considerable amount of individual concentration, the program is nevertheless primarily concerned with the development of public administrators who are at home both with program problems and with the practicalities of day-to-day administrative activities.

The program is intended for students who aspire to careers in local, state, federal, or international agencies. It may also be designed for those who plan to work with private enterprise in the management of their re-

lationships with government. Concentrations may be arranged in any one of these areas.

In view of the fact that the public service draws upon many professions, including law, engineering, public health, public welfare, agriculture, penology, and medicine, it is expected that students will come to the School with varying degrees of preparation and background in government and its administration. Because candidates from all these fields, as well as those with more general training, are encouraged to enroll, a particular effort is made to devise individual programs for each of the students. Since the School's enrollment is intentionally limited, it is possible to provide this specialized attention.

Concentrations in Public Administration are available in the specific fields of *municipal* and *state, federal, and international affairs*. It is also possible to concentrate in the functional fields of *public finance* or *public personnel management*. In any event, however, the student is required to complete work in constitutional law, administrative law, and the basic courses given in this School dealing with administrative programs on the particular level (municipal and state, federal, or national) of his primary concern. He is also required to take the second-year course, Business Policy and the Public Interest, with a permissible substitution in the second semester of the seminar, National Administration and Public Policy. This work will be supplemented by specialized materials from economics, engineering, political science, architecture, industrial and labor relations, sociology and anthropology as his individual needs may require. In general, work in Public Administration is therefore made up of three basic elements. The first is the common core course material which the student takes along with all other students in the School. This includes courses 100-101, 110-111, 130, 140, Statistics, and 230-(231 or 204). His second group of courses are those which all Public Administration students must either offer upon admission or take while students in the School. These include a basic course in American government, constitutional law, and administrative law. The third category includes all of the substantive and process courses which the students must take both within and without the School to fill out a program. These will include selections among 205, 206, 207, 208, 209, 218, and 219, and a number of selections from related schools and departments.

To illustrate the three types of course work which make up his ultimate program, the following is a typical two-year program for a student who enters the School with a minimum preparation in political science

and economics and who selects a concentration in *international administration*:

<i>First Year</i>		<i>1st Term</i>	<i>2nd Term</i>
100-101.	Introduction to Administration	3	3
110-111.	Principles of Accounting	3	3
130.	Analytical Economics	3	
	Statistics	3	
	Finance		4
	Constitutional Law (Government 241-242)	3	3
	Administrative Law		3
<i>Second Year</i>		<i>1st Term</i>	<i>2nd Term</i>
230.	Business Policy and the Public Interest . .	3	
231.	Business Policy and the Public Interest, <i>or</i>		
204.	National Administration and Public Policy		3
	International Law (Government 441) . .	3	
	International Economics (Economics		
	701-702)	3	3
208.	Comparative Public Administration . . .	3	
201.	Problems in Public Administration	3	
206.	Overseas Administration		2

A student who elects a concentration in the field of *municipal and state administration* will take the basic work required of all students in the School, a year's course in municipal administration, problems in public administration, three hours of state administration, and has available a number of options in the field of city and regional planning in the College of Architecture and municipal engineering in the College of Engineering. He will undoubtedly want to take as much instruction in personnel and finance as his remaining time will permit.

The concentration in *federal administration*, in addition to the basic course materials, will necessarily include a considerable amount of work in the Departments of Government and Economics. In these departments the student has a choice of such courses as Congress, The American Presidency, and Comparative Government. In economics he may make a choice among courses in Labor Economics, National Income and Wealth, Taxation and Public Finance, Money, Currency and Banking, and Financial History of the United States. Within the School of Business and Public Administration he will also elect from among the School's courses in Transportation, Problems in Public Administration, Compara-

tive Public Administration, Overseas Administration, and National Administration and Public Policy.

A *finance* concentration would include as specialized material Financial Accounting and Governmental Fiscal Management within the School and Public Finance and Taxation in the Departments of Economics and Agricultural Economics. For those with closely related interests in private finance problems, a variety of additional courses both within the School and the Department of Economics are also available.

Concentrations in *public personnel management*, in addition to the basic requirements, would include Human Relations in Administration, Seminar in Personnel Administration, Problems in Public Administration, and Comparative Public Administration taken within the School and a choice from among a variety of courses such as Collective Bargaining, Wage and Salary Administration, Job Analysis, Health, Welfare, and Pension Plans, and a variety of training programs in the School of Industrial and Labor Relations. Students in the School may also secure technical preparation by taking work in psychological tests, individual differences, and industrial psychology in the Department of Psychology.

Description of Courses

In addition to the courses listed below, many appropriate courses given in other divisions of the University are open to students in the School. The wide range of work offered at Cornell University makes it possible for students in the School to elect courses bearing directly on special areas of student interest such as economics, government, labor relations, production management, agricultural problems, and food and nutrition.

ADMINISTRATIVE PROCESS

100-101. *INTRODUCTION TO ADMINISTRATION*. Throughout the year. Credit three hours a term. Mr. Litchfield.

Study of the principles, processes, and practices of administration common to governmental, business, and other large-scale enterprises. Primary emphasis is placed upon formal and informal organization structure, policy formulation, planning, personnel, budgeting, and other instrumentalities of control, decision-making, direction, and responsibility. The course provides a common body of knowledge and concepts upon which the more specialized courses in business and public administration are based. Each subject is presented through the use of the descriptive literature of the field and is illustrated by the use of selected case materials drawn from both business and public management.

200. *BUSINESS POLICY FORMULATION AND ADMINISTRATION*. First term. Credit three hours. Mr. Nilsson.

This course is designed, through the use of the case method, to acquaint the student with major executive problems in various industries and with responsibilities of top management in connection therewith. In this process, training is provided in the diagnosis of current problems and in the formulation of sound administrative policies and practices. Important topics considered include: sizing up a company's situation; defining objectives; building and maintaining an administrative organization to carry out plans; and reappraising objectives and policies in the light of changing conditions. *Prerequisite*: Courses 100 and 101.

201. *PROBLEMS IN PUBLIC ADMINISTRATION*. First term. Credit three hours.

The purpose of this course is to develop an understanding of and point of view toward some of the major problems of the public administrator. This is done through the study of descriptive materials and the analysis of cases illustrating a number of central problems, including staff-line relationships, headquarters-field relationships, coordination of interagency programs, administrative-legislative relationships, and protection of the public interest. *Prerequisite*: Courses 100 and 101 or a basic course in administration.

PRODUCTION MANAGEMENT (Engineering 3261, Industrial Engineering). Second term. Credit three hours.

A course that integrates the several fields of engineering in which a knowledge of machine design, materials, and production tools and processes are utilized to determine correct manufacturing methods and their proper sequence. The laboratory work consists of related problems covering such topics as methods engineering, principles of engineering economy, including economic lot size, materials handling, plant layout, production control, and the production analysis of various manufactured products.

PERSONNEL AND HUMAN RELATIONS

202. *HUMAN RELATIONS IN ADMINISTRATION*. First term. Credit three hours.

The whole range of administrative activity in terms of the human relationships involved is dealt with in this course. The human relations aspects of problems in formal and informal organization, communication and participation, introduction of technological changes, use of control systems, development of understanding and cooperation, etc., are examined through the medium of cases. The cases involve the relationships of worker and worker, worker and supervisor, supervisor and supervisor, staff and line officials, and top and middle management. *Prerequisite*: Courses 100 and 101.

203. *SEMINAR IN PERSONNEL ADMINISTRATION*. Second term. Credit three hours.

Intensive study on the seminar basis is given to areas of special current interest in personnel administration. Subject matter varies from year to year but may include such subjects as executive development, supervisory development, methods of facilitating individual adjustment, analysis of selected personnel techniques, etc. *Prerequisite*: Courses 100 and 101.

COLLECTIVE BARGAINING. (Appropriate courses in the College of Arts and Sciences or the School of Industrial and Labor Relations.)

ACCOUNTING

110. *PRINCIPLES OF ACCOUNTING*. First term. Credit three hours. Mr. Childs.

Functions of accounting; problems of valuation; principles underlying and techniques of recording business transactions; adjusting and closing procedures; statement construction and analysis; system of internal control; use of machines; applications to small business.

111. *PRINCIPLES OF ACCOUNTING*. Second term. Credit three hours. Mr. Childs.

Accounting for financial and operational control—financial statement analysis, budgeting, statistical devices, and internal reports; special procedures for corporations and multi-unit enterprises; job order, process and standard cost procedures; managerial accounting problems—inventory valuation, sunk costs, differential costs, product and period costs; introduction to fund accounting for governments; manufacturing case. *Prerequisite*: Accounting 110.

112. *ADVANCED ACCOUNTING*. First term. Credit three hours. Mr. Shannon.

Problems of income determination and allocation; the admission, valuation, and presentation of each typical asset and equity element in a balance sheet and the

related revenue and expense aspects; analysis and interpretation of financial statements according to varying philosophies; special topics—sinking funds, special reserves, and operating schedules. *Prerequisite:* Accounting 111 or equivalent.

113. *ADVANCED ACCOUNTING*. Second term. Credit three hours. Mr. Shannon.

Problems of a partnership; consignments; branch accounting; consolidated statements; foreign exchange; estate and trust accounting; accounting for governmental and institutional units; reorganization and liquidation statements. *Prerequisite:* Accounting 112.

210. *COST ACCOUNTING*. First term. Credit three hours. Mr. Childs.

Basic cost classifications and records; analysis of manufacturing cost components—material, labor, and burden. Job order and process cost systems. Introduction to standard costs. Cost reports for management. *Prerequisite:* Accounting 111 or equivalent.

212. *INTERNAL CONTROL AND BUDGETING*. Second term. Credit three hours. Mr. Childs.

Standard costs for manufacturing, distribution, and administration. Business budgeting. Cost, budget, efficiency, and financial-statement reports. System formulation, procedures, and methods of internal check with business machine applications. Brief study of internal auditing. Management trusteeship as related to control of inventories and other assets. Field trips to selected industries. *Prerequisite:* Accounting 210 or consent of instructor.

214. *TAX ACCOUNTING*. Second term. Credit three hours. Mr. Shannon.

Federal income tax provisions and procedures are emphasized; problems of computing gross income, deductions, credits against net income, and tax liability; preparation of tax returns; special taxes—social security, corporate, estate, and excise taxes; comparison of commercial accounting practices and tax accounting provisions. *Prerequisite:* Accounting 111 or equivalent.

215. *FINANCIAL ACCOUNTING*. First term. Credit three hours. Mr. Nilsson.

Examinations of the principles, rules, and conventions underlying the construction of financial statements, including consolidated statements, with particular view to providing an understanding of the possibilities and limitations of financial statement analysis. Financial reporting practices and the techniques of statement analysis will be stressed. Attention will be given to the financial reporting requirements of security regulation agencies. *Prerequisite:* Accounting 111 or its equivalent.

216. *AUDITING PROCEDURE*. Second term. Credit three hours. Mr. Childs.

Investigation of system of internal control; types of audits; procedures—auditing to the trial balance, account analysis, and preparation of working papers; the audit report and auditor's certificate; special procedures in auditing accounts of governmental units and institutions; A.I.A. statements of auditing standards; application of principles in practice case. *Prerequisite:* Accounting 111. Accounting 212 to precede or accompany this course.

FINANCE

140. *FINANCE*. Second term. Credit four hours. Mr. Nilsson.

An introduction to the principles and practices of finance and their application in business and public administration. The uses of financial instruments, problems of short-term and capital financing, methods of security distribution, financial expansion, and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. Considerable attention will be given to the methods of financing current operations and to the financial problems of small business. The regulatory aspects of government financial controls are discussed.

PUBLIC FINANCE. (Agricultural Economics 138, Taxation). First term. Credit three hours. Mr. Kendrick.

A study of the principles and practices of public finance, with emphasis on taxation. Among the topics examined are: growth of public expenditures; the changing pattern of federal, state, and local taxation; the incidence of taxation; and fiscal policy.

FEDERAL PUBLIC FINANCE. (Economics 502). Second term. Credit three hours. Mr. Kendrick.

An examination of national problems of taxation, expenditures, public debt, and fiscal policy.

240. *ANALYSIS OF AMERICAN INDUSTRIES*. Second term. Credit three hours. Mr. de Chazeau.

The object of this course is to sharpen the student's ability to analyze, appraise, and present the long-term investment prospects of a firm and the industry within which it may be classified. Emphasis is placed on individual research in the economic, technological, and institutional factors which have shaped and may be expected importantly to affect future development. Each student will be required to prepare a comprehensive written report on a selected firm or group of firms to be chosen, with the approval of the instructor, from fields outside the categories of public utilities, railroads, and finance. He will also be expected to present the results of his research and to defend his conclusions before the class. The work of this course will be closely coordinated with that in Investment Management (244). *Prerequisite*: Course 130 or its equivalent.

243. *FINANCIAL MANAGEMENT*. First term. Credit three hours. Mr. Nilsson.

A study of the financial management of corporations viewed principally from the position of the corporate financial officer. Based largely on the study of cases, the course focuses attention on the organization and operating problems involved in corporate financial administration. Selected problems on promotion financing, planning of capital structure, securities issuance, mergers and consolidations, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are given considerable attention. The impact of federal government regulations on corporate financial policy will be fully discussed. *Prerequisite*: Finance 140.

244. *INVESTMENT MANAGEMENT*. Second term. Credit three hours. Mr. Nilsson.

A course of study in the fundamentals of investment analysis and management designed primarily for students planning entry into the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of investment funds, private and institutional, are studied in detail. Other topics of study include the organization and functioning of underwriting firms, methods of security distribution, the operation of security markets, brokerage activities, investment counseling, and investment trust management. Considerable attention will be given to the regulatory activities of the federal Securities and Exchange Commission. *Prerequisite*: Finance 140.

245. *GOVERNMENTAL FISCAL MANAGEMENT*. First term. Credit three hours.

An advanced course in fiscal management on local, state, and federal levels including the formulation and use of the budget as a planning and control instrument, governmental auditing, purchasing methods, and related aspects of fiscal management. *Prerequisites*: Courses 100 and 101.

LAW

150-151. *LEGAL PROBLEMS OF BUSINESS*. Throughout the year. Credit three hours a term. Mr. Curtiss.

The fundamentals of the law as applied to business transactions; governmental regulation of business and industry; lectures, reports, and problems. This course is required of all candidates for the M.B.A. degree. It may be taken either year.

250. *ADVANCED BUSINESS LAW*. First term. Credit three hours. Mr. Shannon.

Primarily for second-year students desiring to fulfill academic requirements for the Certified Public Accountant certificate, but open to all students. Extended study is made of the following fields of law: contracts, sales, negotiable instruments, agency, partnership, corporations, and property. Case method of study is used. *Prerequisite*: Legal Problems of Business 150 and 151.

CONSTITUTIONAL LAW. First term. Credit three hours. Mr. MacDonald.

Given in the Law School. A study of judicial interpretation of the Constitution of the United States. Principal attention is given to the commerce power and to the due process and equal protection provisions of the Fourteenth Amendment. The course also treats the federal power to tax and spend, the Bill of Rights, and some of the constitutional law elements of procedure.

ADMINISTRATIVE LAW. Second term. Credit three hours. Mr. Freeman.

Given in the Law School. A discussion of the law applicable to determinations involving private rights made by bodies other than the courts. A study of the theory of the separation of powers and of the functions of the three branches of government. The course centers upon the nature of the various powers over private rights granted to nonjudicial bodies; the nature of the proceeding before such bodies; the manner of the determination of the issue, including executive discretion; and the nature of the control exercised by the courts over such determinations. Constitutional and Administrative Law are required of all second-year students who are candidates for the Master of Public Administration degree.

Note: Students who care to do so may substitute Government 241-242, Constitutional Law, given in the College of Arts and Sciences, as the equivalent of Constitutional Law.

ECONOMIC AND BUSINESS HISTORY

120. *DEVELOPMENT OF THE AMERICAN ECONOMY AND BUSINESS ENTERPRISE*. First term. Credit three hours. Mr. Hutchins.

A study of the development of significant features of the modern economy and of modern business. Attention is particularly focused on the period 1790-1890. European developments of significance to the United States are discussed. Against the general economic background careful study is given to selected case studies illustrating business organization, policy, and practice of the time. The features and concepts of public economic policy are also studied, in part by the case method.

121. *RECENT ECONOMIC AND BUSINESS CHANGES*. Second term. Credit three hours. Mr. Hutchins.

A continuation of Course 120 covering the period since 1890. Dominant attention is centered on the rise of big business and on the resulting problems of monopoly, competition, discrimination, financing, management, and public regulation. Characteristic types of business promotion and management are discussed through the case method. Attention is also given to major factors of national economic strength, including power production, technological development, transportation facilities and policy, public and private finance, and foreign trade and investment. Course 120 is not a prerequisite.

ECONOMICS AND POLICY

130. *ANALYTICAL ECONOMICS*. First term. Credit three hours. Mr. de Chazeau.

This course is primarily concerned with the ways in which diverse economic data may be used, through analysis, as a guide for decision-making and policy formulation in a business firm or a public agency. While the economic, political, and institutional environment of decision-making is not neglected and important instrumental techniques of statistics and accounting are illustrated, emphasis is placed on the identification of issues, the recognition of alternatives, and the classification of data relevant to such purposes. Descriptive economic knowledge and general comprehension of economic theory are subordinated to the development of an intelligent approach to such management problems as risk bearing, product selection, marketing and merchandising policy, pricing, cost control, and capital budgeting and to such public issues as the maintenance of competition and high productive employment. Class discussion will be supplemented by written case reports designed to train the student in the analysis and presentation of complex materials in a succinct, businesslike form.

Students will be expected to have had some training in economics. Where this is not true, they must be prepared to make up the deficiency.

This course is required of all first-year students unless they have been specifically excused in view of unusual prior training and circumstances.

230. *BUSINESS POLICY AND THE PUBLIC INTEREST*. First term. Credit three hours. Mr. de Chazeau.

A study of conflicts in the American economy (and possible bases for their resolution) between public economic purposes and the essential requirements of a private enterprise system. This course focuses on social problems created by concentration of economic power through the large corporation and through organized interest groups. Government policies designed to maintain competition will be analyzed, and the factors governing business policies will be explored from the viewpoint of a socially desirable and workably competitive system. Class discussion will be supplemented by written and oral reports designed to provide training in the analysis and presentation of complex problems in a succinct, effective form.

This course is required of all second-year students. *Prerequisite*: Course 130 or its equivalent.

231. *BUSINESS POLICY AND THE PUBLIC INTEREST*. Second term. Credit three hours. Mr. de Chazeau.

This course is a continuation of Course 230 with special emphasis on the impact of government monetary-fiscal policies on the functioning of the economy and the policies of business firms. Selected problems for particular attention will include direct regulation of private business, the maintenance of high levels of productive employment, and the problems of direct and indirect control in a mobilization economy. As in Course 230, the development of criteria of public and private policies calculated to satisfy social purposes without undermining the strength of private enterprise, will be the primary object of analysis. The conduct of the course will be similar to that of the first term.

This course is required of all second-year students who do not take Course 204. *Prerequisite*: Course 230.

MARKETING AND DISTRIBUTION

160. *MARKETING*. Second term. Credit three hours. Mr. Partner.

A study of the policies and principles governing the distribution of goods from producers to consumers and of the functions performed by the various types of distributive agencies involved. The case method is employed, and the management point of view is emphasized. Special attention is given to governmental rules and regulations affecting marketing activities. Among the topics considered are the following: the nature and scope of marketing problems; merchandising; the influence of buyers and consumers on marketing programs; channels of distribution, including an analysis of wholesale and retail agencies; and marketing costs, efficiency, and trends.

261. *SALES MANAGEMENT*. Second term. Credit three hours. Mr. Partner.

An analysis of the problems of representative companies in formulating sales policies and in managing their sales organizations. Detailed consideration is given to broad problems of product and market planning; the determination of sales territories; the selection, training, compensation, stimulation, and control of the sales force; and the control of marketing costs. Cases devoted to practice of typical companies are examined and appraised. *Prerequisite*: Marketing 160.

262. *MARKETING RESEARCH*. First term. Credit three hours. Mr. Partner.

A consideration of the broad principles of scientific method and the application

of the techniques of statistics, psychology, engineering, and accounting to general marketing research studies and to the solution of specific marketing problems. Emphasis is placed upon the following: management's need for facts as a basis for the establishment of policies; determination of research objectives; and procedures involved in conducting marketing investigations. Students are required to conduct an actual field study. *Prerequisites:* Marketing 160 and Statistics.

263. *RETAIL DISTRIBUTION*. First term. Credit three hours.

A study of the retail distribution structure in the United States and of the problems involved in successful store operation under current conditions. Among the important topics considered are the following: kinds and types of retail stores and trends in their development; store location and layout; merchandise, sales promotion, and service policies; buying, merchandise control, and pricing methods; personnel organization and problems; advertising and personal salesmanship; store operation; accounting, credit, and finance; and general management problems. *Prerequisite:* Marketing 160.

264. *ADVERTISING MANAGEMENT*. Second term. Credit three hours. Mr. Partner.

An appraisal of advertising as a management tool in the marketing of consumers' and industrial goods. Among the topics treated are the following: research as a basis for defining advertising objectives; determination and control of the advertising appropriation; selection of media; measuring advertising effectiveness; and coordination and integration of advertising with other sales activities. Important case histories are analyzed, and social and economic aspects of the subject are stressed. *Prerequisite:* Marketing 160.

STATISTICS

170. *STATISTICS*. First term. Credit four hours. Mr. Partner.

The development and application of statistical measures as administrative tools. Both discussions and cases are used in the treatment of the following topics: collection of data, charts, averages, dispersion, index numbers, secular trend, seasonal variation, cyclical fluctuations, sampling, and correlation. Laboratory work forms an essential part of the course.

TRANSPORTATION

180. *TRANSPORTATION*. First term. Credit three hours. Mr. Hutchins.

A study of American transportation from the points of view of carriers, shippers, and public authorities. The emphasis is on the economics and practices of rate making, especially of railroads. Among the most important topics covered are: rates and the location of industry; national traffic flows; theory of rates; classification of freight; rate systems; commodity rate structures; new types of rates; rate divisions, rate bureaus, and other intercarrier relations; the development of regulation; the determination of the general level of rates; reasonableness of particular rates; the long and short haul clause. Lectures, cases, and discussions.

181. *TRANSPORTATION*. Second term. Credit three hours. Mr. Hutchins.

A continuation of Transportation 180. New construction and abandonment; new equipment; railroad operations and service; policy problems; railroad finance and

its regulation; consolidation; motor carrier transportation, operations, and rate structures; tramp shipping, including charters and charter rates; ocean liner services, rates, and conferences; merchant marine policy; port and terminal facilities; some aspects of air transportation and air policy. *Prerequisite:* Transportation 180.

PUBLIC ADMINISTRATION AND POLICY

204. *NATIONAL ADMINISTRATION AND PUBLIC POLICY*. Second term. Credit three hours. Mr. Litchfield and other members of the staff.

Analysis of the over-all organization of the executive branch of the federal government. Brief description and analysis of the interrelationship of such central management agencies as the Bureau of the Budget, the General Accounting Office, and the Civil Service Commission. Primary emphasis will be placed upon an intensive analysis of selected line agencies both with a view to their administrative activities and also with particular reference to the substantive policy issues emerging in their areas. *Prerequisites:* Administration 100-101. Required of all students in the School who have not previously taken a course in national government.

205. *STATE ADMINISTRATION*. Second term. Credit three hours.

Critical analysis of American state administration with principal reference to the conduct of central management functions and the problems associated with the performance of the major state administrative activities such as public welfare, hospital administration, public works programs, prison management, etc. *Prerequisite:* Administration 100.

206. *OVERSEAS ADMINISTRATION*. First term. Credit two hours. Mr. Litchfield.

Analysis of the planning, staffing, organization, and operational problems encountered in the administration of the United States' growing overseas responsibilities. Special attention will be given to the Occupied Areas, E.C.A., and Point IV programs. *Prerequisite:* Administration 100.

207. *INTERNATIONAL ADMINISTRATION*. Second term. Credit three hours. Mr. Litchfield.

An analysis of the administrative organization, processes, and practices of the agencies of the United Nations and of selected *ad hoc* international bodies. The seminar is intended primarily for students of the administrative process and for those whose professional work may bring them into contact with the executive agencies charged with international responsibilities. *Prerequisite:* Administration 100.

208. *COMPARATIVE PUBLIC ADMINISTRATION*. First term. Credit three hours. Mr. Litchfield.

An analysis of the administrative process in selected European and American governments. Especial attention will be given to the differences between democratic and totalitarian countries. The course will conclude with an appraisal of administrative practice and its relation to democratic organization in the modern world. *Prerequisite:* Administration 100 and some orientation in comparative governments, comparative law, or comparative economic practice and organization.

218-219. *MUNICIPAL ADMINISTRATION*. Throughout the year. Credit three hours a term.

A review of the structure of American municipal government. Specific analysis of the administrative process in both large and small cities. Emphasis will be placed upon the acquisition of the knowledge and techniques necessary to administer municipal programs, or to work effectively with municipal officials rather than upon general background materials. The course will include descriptive literature of the field but will also place heavy reliance upon case materials. *Prerequisite*: Administration 100.

LOCAL ADMINISTRATION (Agricultural Economics 135, Local Government). College of Agriculture.

SEMINAR IN PUBLIC ADMINISTRATION (Government 286). College of Arts and Sciences.

CANDIDATES FOR DEGREE, JUNE, 1952

Arasim, Stanley, Jr., B.S. (Ch.E.), 1950, Lafayette College	Nanticoke, Pa.
Baran, John, B.S., 1950, Cornell University	Westfield
Bellier, Pierre, Diploma, 1950, Collège Chaptal	Vaucresson, France
Brocoum, Demetrios Constantine, B.S., 1948, Long Island University	Astoria
Burgunder, Bernard Frank, B.A., 1950, Cornell University	Kingston, Pa.
Capwell, Donald Bruce, B.S.M.E., 1950, Duke University	Jamaica
Corning, Stuart Stanley, Jr., B.S. in B.A., 1950, Boston University	Beverly, Mass.
de Talhouet, Guy-Rene, Baccalaureat C—Math, 1947, Université de Paris	Paris, France
Drew-Bear, Tom Dudley, Jr., B.A., 1951, Cornell University	Philadelphia, Pa.
Figenbaum, Carl Fredrik, Certificate, 1950, Oslo Handelsgymnasium	Oslo, Norway
Gerwin, Paul John, Jr., B.A., 1951, Cornell University	Columbus, Ohio
Goldfine, Ernest, B.A., 1951, Cornell University	New York City
Goldsmith, Arthur A., Jr., B.S., 1951, Cornell University	Portland, Ore.
Haidas, Constantine Van, B.S. in B.A., 1950, Boston University	Worcester, Mass.
Hannon, Eugene Francis, B.S. in Econ., 1948, Villanova College	Binghamton
Hano, George David, B.A., 1951, Cornell University	Granby, Mass.
Hardenburg, David Denton, B.S., 1951, Cornell University	Portland
Herson, Richard Matthew, B.A., 1950, Cornell University	Ithaca
Hewitt, Ralph Lewis, Jr., B.A., 1950, Cornell University	Wyckoff, N.J.
Hoenig, John Martin, B.S., 1949, Holy Cross College	Rochester
Hollands, John Henry, B.A., 1951, Cornell University	Canistota
Holmes, Bruce Nichols, B.A., 1951, Cornell University	Ithaca
Huntington, Joanne, B.A., 1951, Cornell University	Delmar
Hush, Paul Warne, B.A., 1951, Cornell University	Cincinnati, Ohio
Jeynes, Dean Owen, B.A., 1950, Yale University	Millburn, N.J.
Johnson, Robert Hains, B.A., 1951, Cornell University	Saybrook, Conn.
Klein, Robert Edward, B.A., 1950, Kenyon College	Cincinnati, Ohio
Lewis, Murray Fisher, Certificate, 1950, Rochester Business Institute	Ithaca
Lubart, Arnold, B.A., 1950, New York University	Mount Vernon
Milburn, Nancy Irene, B.A., 1951, Cornell University	Los Angeles, Calif.

Miller, Frank Monroe, Jr., B.A., 1951, Cornell University..... Atlanta, Ga.
 Mohr, Johan Fredrik Wilhelm, Certificate, 1949, Bergen Commercial
 College..... Bergen, Norway
 Namm, Andrew Irving, B.A., 1950, Middlebury College..... New York City
 Rice, Reginald Waters, B.A., 1951, Cornell University..... Wilmette, Ill.
 Schaeen, David, B.S., 1950, Rutgers University..... Basking Ridge, N.J.
 Shipman, Archie Jennings, B.A., 1951, Cornell University..... Ithaca
 Snyder, Arthur, Jr., B. Chem. E., 1951, Cornell University..... Garden City
 Stasiuk, Boris, B.A., 1950, Cornell University..... Forest Hills
 Tetirick, Harry Eugene, B.A., 1951, Cornell University..... Ponca City, Okla.
 Vansickle, Walter Lawrence, Jr., B.A., 1950, Kenyon College..... Salem, Ohio
 Wagner, Harold Runyon, B.A., 1949, Hamilton College..... Endicott
 Walter, Richard Albert, B.B.A., 1950, University of Miami..... Dolgeville
 Warren, Charles Bertram, B.A., 1951, Cornell University..... New York City
 Wood, Roger Samuel, B.S., 1950, University of New Hampshire..... Lebanon, N.H.

CANDIDATES FOR DEGREE, JUNE, 1953

Andreson, Nicholas Ernest, B.A., 1951, Clark University..... Worcester, Mass.
 Buckley, David Weed, Arts-Business and Public Administration..... Scarsdale
 Chase, Charles Rendsland, Jr., B.A., 1950, Alfred University..... Hornell
 Chin Hee Hing, Henry, B.A., 1939, Rangoon University..... Singapore, Malaya
 Cook, Kenneth Ellis, Arts-Business and Public Administration..... Great Neck
 Corman, Elliot Bernard, B.A., 1951, Harvard College..... Chelsea, Mass.
 Davis, James Kotsilimbis, B.A., 1951, Harvard College..... Worcester, Mass.
 Dobbs, Ellsworth Carell, Arts-Business and Public Administration..... Bernardsville,
 N.J.
 Doree, Herbert Austin Pope, Arts-Business and Public Administration..... Barrington,
 Ill.
 Field, William Stephenson, B.A., 1951, Cornell University..... Upper Montclair, N.J.
 Fowler, Glenn Crawford, B.S. in B.A., 1951, University of Rochester Oak Park, Ill.
 Fried, Albert, Jr., Arts-Business and Public Administration..... Woodmere
 Gerlough, Robert Tillman, Arts-Business and Public Administration..... Highland
 Park, N.J.
 Gold, Jay Bernard, Arts-Business and Public Administration..... Brooklyn
 Goldsborough, Larry James, Arts-Business and Public Administration.....
 Philadelphia, Pa.
 Hartford, William John, B.A., 1951, Cornell University..... Buffalo
 Harvey, Melvin George, Arts-Business and Public Administration..... Newburgh
 Henriques, Harry Percy, III, Chemical Engineering-Business and Public
 Administration..... Pelham
 Heron, William Kennedy, B.S., 1951, University of Rochester..... Rochester
 Heyer, Robert Winthrop, B.S. in B.A., 1951, University of Rochester..... East
 Rochester
 Jeffreys, Robert Harvey, Arts-Business and Public Administration..... Salem, Va.
 Johnson, John Gardner, Arts-Business and Public Administration..... Owego
 Kimura, Eitaro, B.E., 1946, Kobe University..... Amagasaki, Japan
 Klivaner, Ariel, Agriculture-Business and Public Administration..... Rehovoth, Israel

- Krause, Alan Mortimer, Arts-Business and Public Administration . . . Shaker Heights, Ohio
- Landew, George David, Arts-Business and Public Administration . . . Somerville, N.J.
- Leigh, Michael Telfer, Arts-Business and Public Administration . . . Riverside, Conn.
- MacLean, Douglas Grant, Arts-Business and Public Administration . . . St. Petersburg, Fla.
- Mahoney, William Francis, Electrical Engineering-Business and Public Administration . . . Rochester
- Marcouiller, Timothy James, B.S.S., 1951, Georgetown University . . . Hastings-on-Hudson
- Ogden, Seward Jackson, Jr., Arts-Business and Public Administration . . . Forest Hills
- Ogren, Donald Hanson, Arts-Business and Public Administration . . . Trenton, N.J.
- O'Neill, John Joseph, B.S., 1942, Ithaca College . . . Ithaca
- O'Neill, Laurence James, Ithaca College-Business and Public Administration . . . Ithaca
- Payne, Roy Reubin, Jr., Mechanical Engineering-Business and Public Administration . . . Chatham, Va.
- Read, Donald Everett, B.M.E., 1950, Cornell University . . . Thiensville, Wisc.
- Richards, Donald Hicks, B.A., 1951, Cornell University . . . Hazleton, Pa.
- Ross, Richard Morrow, Jr., Arts-Business and Public Administration . . . New Rochelle
- Sacra, Glenn Hamilton, Mechanical Engineering-Business and Public Administration . . . Cockeysville, Md.
- Sandburg, Richard Rex, B.A., 1949, Cornell University . . . Cincinnati, Ohio
- Seibel, Arthur David, Chemical Engineering-Business and Public Administration . . . Orchard Park
- Shaw, Sidney Eliphas, Arts-Business and Public Administration . . . Rome
- Speiden, Clement Leith, Jr., Mechanical Engineering-Business and Public Administration . . . Somerset, Va.
- Staples, Stanley Bradford, B.A., 1950, DePauw University . . . Newton Center, Mass.
- Stearns, David Gary, Arts-Business and Public Administration . . . Binghamton
- Stee, Thomas Richard, B.A.Sc., 1947, University of Toronto . . . Toronto, Canada
- Stratton, Mark Hayne, Arts-Business and Public Administration . . . Ridgewood, N.J.
- Temkin, Robert Morton, B.S., 1951, Cornell University . . . Rochester
- Turner, Thomas Reed, B.A., 1951, Cornell University . . . Ithaca
- Weinreich, Robert Allan, Arts-Business and Public Administration . . . Jamaica
- Welch, Stephen Townsend, B.A., 1950, Middlebury College . . . Poughkeepsie
- Wieting, Philip Frank, Arts-Business and Public Administration . . . Cobleskill
- Zaenglein, Roger William, B.S. in B.A., 1948, University of Rochester; LL.B., 1951, Cornell University . . . Rochester

FRENCH EXECUTIVES' TRAINING PROGRAM

Under the Sponsorship of the Economic Cooperation Administration

- Berwitz, Michel Gustave Rene—Compagnie de St. Gobain, Chauny & Cirey (Glass and Chemical Products)
- Billard, Jean—Treasury Department
- de Guillebon, Phillipe—Lilloise de Chaines R. F. de Guillebon la Madeleine (roller chains and chains for handling application-wheels)

- Delmas, Rene Louis—Service des Mines Lille (administrative and technical endeavor)
- Dufour, Jacques Adolphe Louis—S.E.I.T.A., Department of Finance (tobacco and match factories)
- Dufour, Jean Marie—Dufour Brothers (flax and hemp spinners)
- Evain, Claude Michel—Department of Economic Affairs
- Gaitz, Robert Henry—Bricourt (textile manufacturer)
- Gehard, Pierre Aime—S.A. Automobiles Peugeot Sochaux (cars and trucks)
- Hugonier, Rene Marius—Cie Générale D'Electricité (manufacturers of electrical apparatus, transformers, electric motors, condensers, etc.)
- Jacquelin, Claude André—Ministère Industrie (survey; government part of mining industry, steel plants, and gas and power stations)
- Laleuf, André Raymond—Ministère des Finances (Department of Finance—technical and financial control in insurance organizations, cost of production studies, and professional organization insurance, etc.)
- Michel, Jacques—Department of Commerce and Industry (relations with manufacturers)
- Michel, Jacques Paul—Acieries de Firminy (steelmaker)
- Mignon, Jacques—Ministry for Finance and Economic Affairs
- Reix, Maurice Pierre—A. Faure & Cie (machinery for iron mines, coal mines and ceramic art)
- Renouard, Jean-Pierre—Oil Refinery (sales department)
- Rigaux, Georges—Usines et Fonderies Arthur Martin (manufacturing schedule, cost accounting, time and motion studies, wages)
- Salmochi, Pierre Antoine—Direction Générale des Douanes (organization for customs' control)
- Skliar, Georges—Conseil National du Patronat Français (committee for the development of French exports to North America)
- Tabary, Jean—Standard Française des Petrol (relations between oil industry and various industries using petroleum; technical sales department)